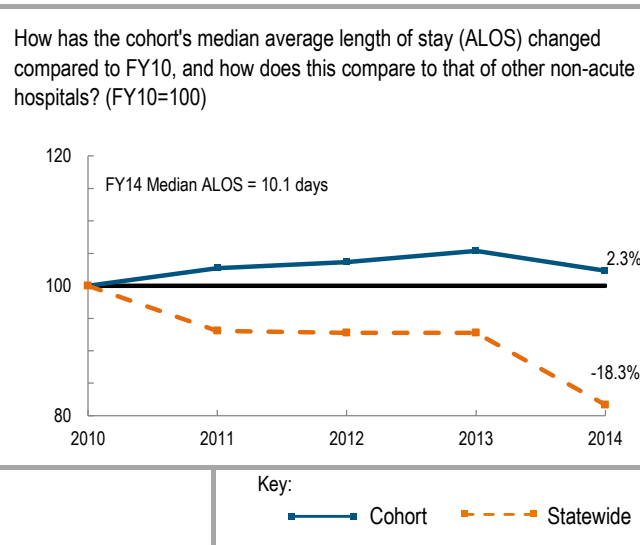
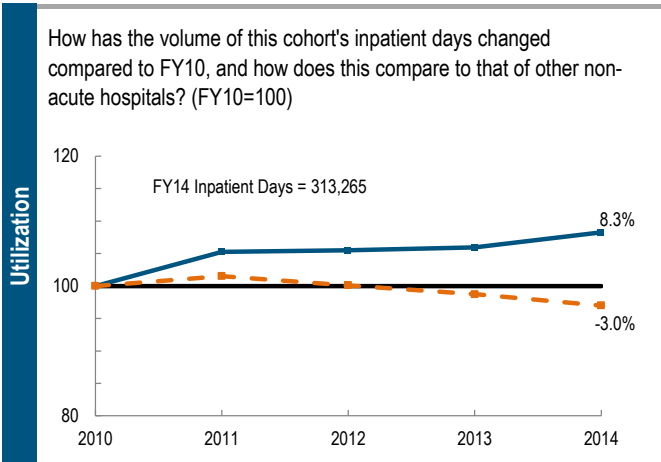
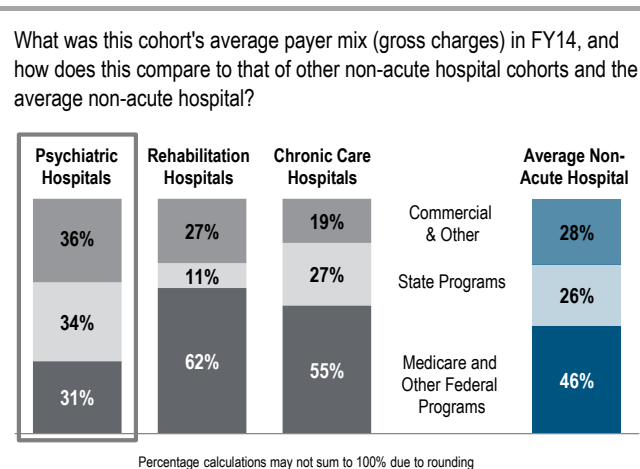
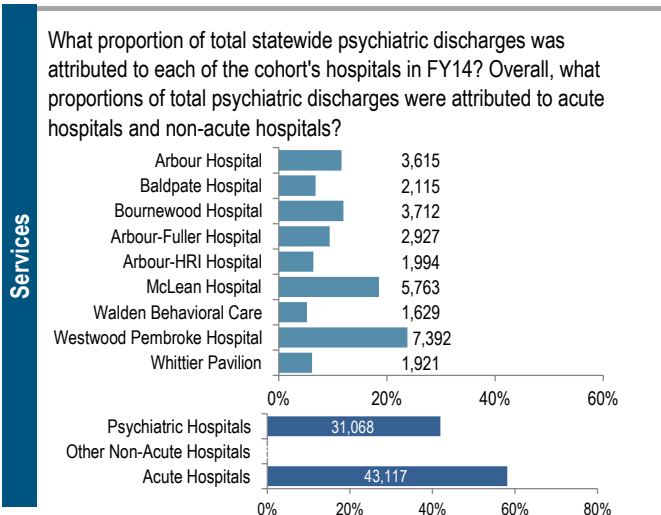


# PSYCHIATRIC HOSPITALS

## 2014 Hospital Profile

Psychiatric hospitals are licensed by the Department of Mental Health (DMH) for psychiatric services, and by the Department of Public Health (DPH) for substance abuse services. Psychiatric hospitals treated roughly 40% of psychiatric discharges in FY14, while acute hospitals treated nearly 60% of the psychiatric discharges in Massachusetts. Psychiatric hospitals offer a variety of mental health services, substance abuse disorder treatments, and inpatient, outpatient, and partial hospitalization services. Seven of the nine psychiatric hospitals earned a profit in FY14.

|             |  |                            |
|-------------|--|----------------------------|
| At a Glance | <b>Hospitals in Cohort:</b>                  |                            |
|             | Arbour Hospital                              | McLean Hospital            |
|             | Baldpate Hospital                            | Walden Behavioral Care     |
|             | Bournewood Hospital                          | Westwood Pembroke Hospital |
|             | Arbour-Fuller Hospital                       | Whittier Pavilion          |
|             | Arbour-HRI Hospital                          |                            |
|             | <b>Total Beds:</b>                           |                            |
|             | 988 (24.9% of statewide total)               |                            |
|             | <b>Median % Occupancy:</b>                   |                            |
|             | 88.6%, > statewide (81.6%)                   |                            |
|             | <b>Total Inpatient Days:</b>                 |                            |
|             | 313,265 (28.7% of statewide total)           |                            |
|             | <b>Total Inpatient Discharges:</b>           |                            |
|             | 31,068 (51.0% of statewide total)            |                            |
|             | <b>Average Public Payer Mix:</b>             |                            |
|             | 64.4%, < statewide (72.0%)                   |                            |
|             | <b>Total Gross Revenue in FY14:</b>          |                            |
|             | \$608 million (24.5% of statewide total)     |                            |
|             | <b>Inpatient:Outpatient Revenue in FY14:</b> |                            |
|             | 84%:16% (statewide = 85%:15%)                |                            |
|             | <b>Adjusted Cost per Inpatient Day:</b>      |                            |
|             | \$646, < statewide (\$830)                   |                            |



For descriptions of the metrics, please see the technical appendix.

# PSYCHIATRIC HOSPITALS

## 2014 Hospital Profile

| Utilization Trends | Volume of Inpatient Days |        |        |        |        |        |
|--------------------|--------------------------|--------|--------|--------|--------|--------|
|                    |                          | FY10   | FY11   | FY12   | FY13   | FY14   |
|                    | Arbour Hospital          | 40,676 | 40,409 | 40,719 | 44,642 | 44,074 |
|                    | Baldpate Hospital        | 16,149 | 14,764 | 12,224 | 8,378  | 13,517 |
|                    | Bournewood Hospital      | 26,003 | 27,246 | 27,924 | 27,880 | 30,903 |
|                    | Arbour-Fuller            | 32,608 | 33,755 | 30,180 | 32,149 | 32,176 |
|                    | Arbour-HRI               | 15,354 | 23,231 | 23,176 | 21,591 | 18,672 |
|                    | McLean                   | 57,611 | 57,416 | 57,988 | 56,910 | 58,070 |
|                    | Walden Behavioral        | 13,521 | 13,484 | 15,377 | 15,505 | 16,479 |
|                    | Westwood Pembroke        | 72,475 | 76,027 | 79,407 | 80,757 | 79,849 |
|                    | Whittier Pavilion        | 14,945 | 18,266 | 18,216 | 18,792 | 19,525 |

| Utilization Trends | Volume of Outpatient Visits |         |         |         |         |         |
|--------------------|-----------------------------|---------|---------|---------|---------|---------|
|                    |                             | FY10    | FY11    | FY12    | FY13    | FY14    |
|                    | Arbour Hospital             | 27,472  | 28,835  | 26,953  | 37,093  | 38,436  |
|                    | Baldpate Hospital           | 0       | 0       | 0       | 0       | 0       |
|                    | Bournewood Hospital         | 24,766  | 24,553  | 25,238  | 25,771  | 22,876  |
|                    | Arbour-Fuller               | 10,335  | 13,816  | 16,520  | 17,405  | 16,071  |
|                    | Arbour-HRI                  | 14,143  | 15,126  | 15,060  | 14,251  | 13,912  |
|                    | McLean                      | 102,484 | 102,756 | 103,306 | 104,813 | 107,244 |
|                    | Walden Behavioral           | 7,858   | 7,806   | 12,406  | 13,398  | 16,820  |
|                    | Westwood Pembroke           | 15,950  | 16,583  | 15,792  | 14,219  | 14,832  |
|                    | Whittier Pavilion           | 0       | 0       | 0       | 102     | 2,287   |

| Utilization Trends | Total Net Outpatient Revenue (in millions) |        |        |        |        |        |
|--------------------|--|--------|--------|--------|--------|--------|
|                    |  | FY10   | FY11   | FY12   | FY13   | FY14   |
|                    | Arbour Hospital                            | \$4.8  | \$5.1  | \$5.6  | \$7.3  | \$7.4  |
|                    | Baldpate Hospital                          | \$0.0  | \$0.0  | \$0.0  | \$0.0  | \$0.0  |
|                    | Bournewood Hospital                        | \$3.9  | \$4.0  | \$2.3  | \$2.5  | \$3.1  |
|                    | Arbour-Fuller                              | \$2.6  | \$3.4  | \$4.0  | \$4.4  | \$4.3  |
|                    | Arbour-HRI                                 | \$4.7  | \$5.2  | \$5.2  | \$5.2  | \$5.2  |
|                    | McLean                                     | \$35.4 | \$38.4 | \$43.1 | \$40.7 | \$40.5 |
|                    | Walden Behavioral                          | \$1.79 | \$2.18 | \$3.13 | \$3.58 | \$6.08 |
|                    | Westwood Pembroke                          | \$6.68 | \$7.04 | \$7.38 | \$7.35 | \$7.73 |
|                    | Whittier Pavilion                          | \$0.00 | \$0.00 | \$0.00 | \$0.01 | \$0.29 |

| Utilization Trends | Average Length of Stay (Days) |      |      |      |      |      |
|--------------------|-------------------------------|------|------|------|------|------|
|                    |                               | FY10 | FY11 | FY12 | FY13 | FY14 |
|                    | Arbour Hospital               | 11.2 | 11.5 | 10.5 | 11.1 | 12.2 |
|                    | Baldpate Hospital             | 6.4  | 6.3  | 6.1  | 5.5  | 6.4  |
|                    | Bournewood Hospital           | 6.9  | 7.6  | 7.6  | 8.1  | 8.3  |
|                    | Arbour-Fuller                 | 9.9  | 10.2 | 10.5 | 11.0 | 11.0 |
|                    | Arbour-HRI                    | 10.2 | 10.9 | 10.3 | 9.6  | 9.4  |
|                    | McLean                        | 9.6  | 9.4  | 9.6  | 9.5  | 10.1 |
|                    | Walden Behavioral             | 9.8  | 9.4  | 9.7  | 11.0 | 10.1 |
|                    | Westwood Pembroke             | 11.5 | 10.8 | 11.2 | 11.4 | 10.8 |
|                    | Whittier Pavilion             | 12.3 | 11.6 | 10.7 | 10.4 | 10.2 |

| Patient Revenue Trends | Net Patient Revenue per Inpatient Day |         |         |         |         |         |
|------------------------|---------------------------------------|---------|---------|---------|---------|---------|
|                        |                                       | FY10    | FY11    | FY12    | FY13    | FY14    |
|                        | Arbour Hospital                       | \$687   | \$699   | \$711   | \$698   | \$723   |
|                        | Baldpate Hospital                     | \$512   | \$537   | \$553   | \$636   | \$333   |
|                        | Bournewood Hospital                   | \$628   | \$667   | \$747   | \$776   | \$757   |
|                        | Arbour-Fuller                         | \$640   | \$641   | \$608   | \$627   | \$650   |
|                        | Arbour-HRI                            | \$687   | \$718   | \$710   | \$727   | \$738   |
|                        | McLean                                | \$1,020 | \$1,055 | \$1,052 | \$1,111 | \$1,156 |
|                        | Walden Behavioral                     | \$690   | \$709   | \$731   | \$795   | \$833   |
|                        | Westwood Pembroke                     | \$691   | \$697   | \$697   | \$717   | \$742   |
|                        | Whittier Pavilion                     | \$989   | \$839   | \$1,042 | \$825   | \$905   |

| Financial Performance | Total Revenue, Cost, and Profit (Loss) in FY2014 |                   |               |         |               |              |
|-----------------------|--|-------------------|---------------|---------|---------------|--------------|
|                       |  | Operating Revenue | Total Revenue | Costs   | Income (Loss) | Total Margin |
|                       | Arbour Hospital                                  | \$39.4            | \$39.4        | \$32.1  | \$7.27        | 18.5%        |
|                       | Baldpate Hospital                                | \$4.5             | \$4.5         | \$4.7   | (\$0.21)      | -4.7%        |
|                       | Bournewood Hospital                              | \$28.1            | \$28.2        | \$23.2  | \$5.01        | 17.8%        |
|                       | Arbour-Fuller                                    | \$25.4            | \$25.4        | \$21.1  | \$4.28        | 16.9%        |
|                       | Arbour-HRI                                       | \$19.0            | \$19.0        | \$16.2  | \$2.80        | 14.7%        |
|                       | McLean   | \$188.7           | \$189.0       | \$183.1 | \$5.92        | 3.1%         |
|                       | Walden Behavioral                                | \$25.6            | \$25.6        | \$22.5  | \$3.14        | 12.3%        |
|                       | Westwood Pembroke                                | \$67.1            | \$67.1        | \$51.1  | \$15.96       | 23.8%        |
|                       | Whittier Pavilion                                | \$18.0            | \$18.0        | \$19.5  | (\$1.57)      | -8.7%        |

For descriptions of the metrics, please see the technical appendix.

CENTER FOR HEALTH INFORMATION AND ANALYSIS

501 Boylston Street  
Boston, MA 02116  
617.701.8100

[www.chiamass.gov](http://www.chiamass.gov)

CHIA.